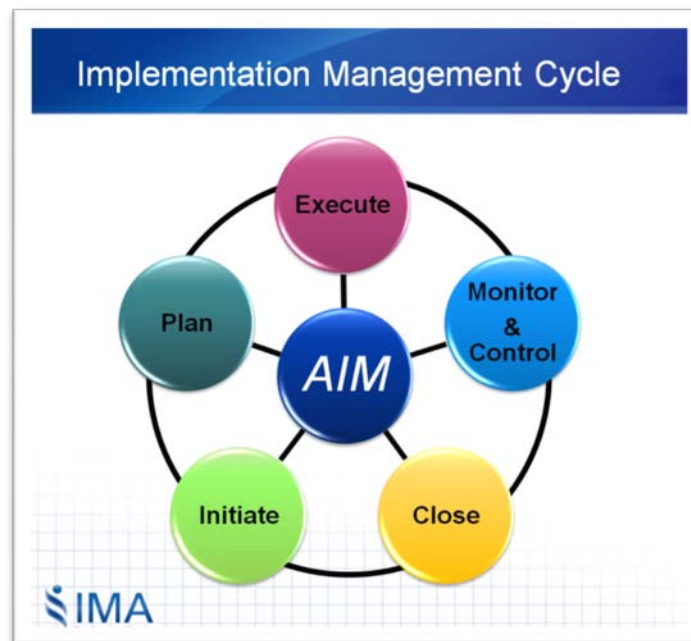


The Intersection of *AIM* and Project Management: Integration is the Key to Driving Customer Value

The Business Case

Given the investment made in large scale, complex business changes, there is an increased emphasis in ensuring these change projects drive value. Organizations looking to increase value realization for business change projects should look at the integration of *AIM* (*Accelerating Implementation Methodology*) work products and tools into their project management protocols. This integration ensures the end result is full implementation rather than just “installation.” It enhances the project team’s implementation capabilities and maximizes the project’s business and organizational value. Ideally, *AIM* principles, tools, and deliverables should serve as the central hub in a systematic project management approach beginning with project initiation, and continuing through to plan, execute, monitor and control, and project close.



What Project Management Misses

Most project managers focus on doing things technically right by making certain that they deliver business change projects under time, cost, and quality (scope) constraints. What’s missing are the behavioral objectives for the project. These behavioral objectives translate directly into customer value. What will people be doing differently as a result of this change? How will those new behaviors be measured?

Through the integration of *AIM* into the project management methodology, project managers are able to “do the right things, right, at the right time.” For example, it is standard practice for project managers to develop a project charter as part of project initiation. The charter looks at business and technical objectives, project scope, timeline, and key stakeholders for the change.

AIM aligns the technical and business objectives with the associated behavioral objectives as part of the “Define the Change” step. These behavioral objectives must be identified in order to be able to reinforce the new behaviors, and measure value (which is the observable adoption of the change in terms of new behaviors.)

By integrating *AIM* into the project management protocols, project managers will have the tools to manage the accomplishment of the

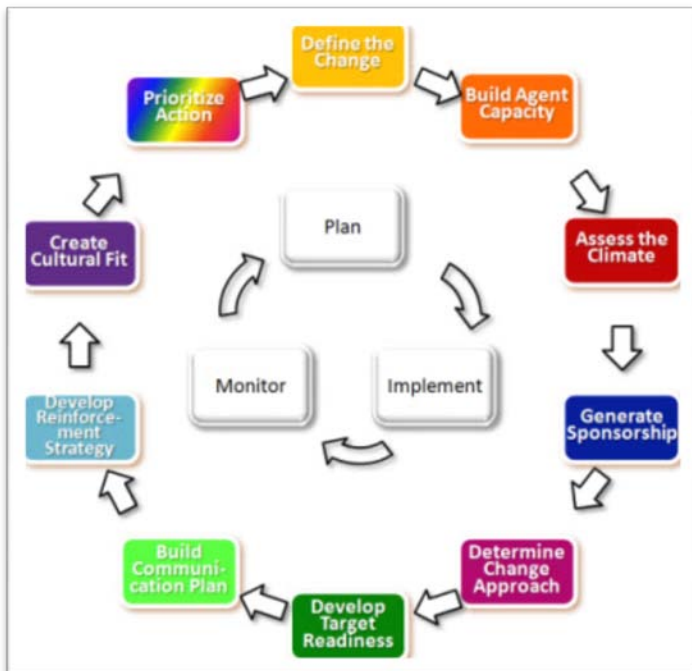
behavioral objectives with the same level of rigor as applied to the technical objectives. It’s the achievement of the technical, business, and human objectives that maximizes the value for key stakeholders.

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Steps Toward Integration

When we work with clients on integrating project management with AIM steps and work products, we follow a systematic path from diagnosis, analysis, solution planning through to implementation. AIM deliverables and knowledge areas are inserted at key intersection points in a project management plan that blends the human side with the technical project plan. Work products may include diagnostic tools, SWOT analysis, and process maps that can be monitored and controlled by the project management team.

As you look at the diagram to the right, you can see where AIM overlays onto the standard project management activities. The golden shaded areas highlight the primary AIM steps, including Defining the Change, Generating Sponsorship, Developing Target Readiness, Building the Communication Plan, and Developing the Reinforcement Strategy.



PM – AIM Integration Areas					
	Initiate	Plan	Execute	Monitor & Control	Close
INTEGRATION	✓	✓	✓	✓	✓
Scope	✓	✓		✓	✓
Time		✓		✓	
Cost		✓		✓	
Quality		✓	✓	✓	
Resource		✓	✓	✓	
Communications		✓	✓	✓	
Risk		✓		✓	
Procurement		✓		✓	✓

IMA = AIM Processes and Tools

Integration Tips

If you are looking to integrate AIM into your own project management protocols, here are some tips:

1. There is no one right way to integrate. It's best to take a "make it fit for purpose" approach and get to the level of detail you need to accomplish your objectives.
2. Use this as an opportunity to build the capability and leverage the strengths of your team. It's important to reinforce the importance of the human side with project teams as well as with sponsors.
3. If you don't already have a rigorous project management methodology, you can still use the AIM structured framework and tools as a way to provide some rigor into the management of your projects.

If you are interested in seeing how integrating AIM into your project management protocols will lead to greater benefit realization for your projects, and increased customer satisfaction, contact Paula Alsher, VP, Client Solutions at paula.alsher@imaworldwide.com.